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This report, requested and funded by a committee of community leaders, investigates the recruiting, training and employment of cooks, waitresses, maids, and small business managers needed on the island of Kauai through the year 1973. Projected increases in tourism and hotel construction indicate substantial need for well trained personnel. Courses are listed for 4-year and 2-year degree programs, plus 1-year certification programs, job-entry training, and continuing education courses appropriate to the hotel and restaurant industry needs. Schemes are presented by which local industry, government, and other special publics can become involved and motivated to promote acceptance of the courses offered at the Kauai Community College. Sources of students to fill the demand are suggested and other public relations and publicity ideas are outlined to attract students to the hotel and restaurant industry courses and curriculum. Specific facilities and equipment are recommended for acquisition and use, including television recording and playback equipment, demonstration kitchens, and full-scale, hotel front-office laboratories. Both general and specific sources of funding are suggested and continuous evaluation of the overall program is recommended. (RM)

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

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AN EVALUATION OF

MANPOWER TRAINING NEEDS IN THE HOTEL-RESTAURANT INDUSTRY ON KAUAI

1968

With recommendations on

Programs, Sources of Students, Instructors, and Funds

A report prepared by

Robert W. Lloyd

for the

Kauai Community College

August 1968

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The Hawaii Hotel Association

The American Hotel-Motel Association

The National Restaurant Association

The Kauai County Office of Economic Development

The Kauai office of The Hawaii Visitors Bureau

The Bureau of Community Research (Beach-Head Campus)

The Hawaii State Department of Employment--Kauai Office

The professional hotel and restaurant people, on Kauai in Hawaii and through-out North America.

SECTION 1

INTRODUCTION

In undertaking this evaluation I have made no attempt to duplicate the work of other Educational Institutions, either in Hawaii or elsewhere. The work of these organizations is available to everyone and may be reviewed by interested parties. I have, however, taken these works into consideration in compiling a composite of the experiences and views of others. This work has been incorporated into information which I have gathered personally. A minimum number of the tables of the Hawaii Visitors Bureau and the various departments of economic development or planning are included. These organizations are frequently quoted and their predictions are well known. The need for training is well known to anyone connected with the industry. My hope is that I am able to convey this need as expressed by top management and that this need can be alleviated by the implementation of an effective program through the recommendations of this survey and subsequent Industry-Education actions.

Any figures on the growing need for Hotel-Restaurant Industry (hereafter referred to as "HRI") training on Kauai must be related to tourism since this is largely responsible for the need for this type of employee through-out Hawaii.

TOURIST ARRIVALS ON KAUAI

1968 (estimated)	276,470	
1967	240,410	((Note: Prior to 1961
1966	175,820	the arrival count was
1965	164,015	compiled on Kauai
1964	133,960	(Matson, hotel,
1963	104,395	U-drive and tour
1962	73,445	statistics). Since
1961	91,813	then, it has been
1960	81,945	compiled in Honolulu
1959	57,109	by HVB arrival forms.)
1958	34,175	

The rule-of-thumb average for Kauai hotels has been one (1) employee for each two hotel rooms. This is lower than the State average which is largely affected by the larger, luxury hotels. In at least one hotel it runs as high as one employee per room. The State average is presently .68 employee per hotel room. This has dropped from a

recent average of over one (1) per room and is expected to drop even more to .63 per room by 1975. Technology, larger hotels, the wage/price squeeze, and a shortage of labor will undoubtedly further lower this ratio on Kauai.

(The labor shortage will be further compounded by hotel growth since, including community support jobs, an average of 2.5 jobs is added to each community for each hotel room constructed.)

It is inevitable that where an industry grows as rapidly within an area as tourism has grown on Kauai that there will be a shortage of skilled employees. This has been true on all the neighbor islands, and unquestionably adds to the labor shortage because of inexperience and thus low productivity. It is a very personal observation that if the quality of supervision and management were upgraded on Kauai, up to a 20% increase in productivity could be achieved with essentially the same personnel. This is the basic reasoning behind my recommendations for classes at all levels of HRI training.

SECTION II

INDUSTRY NEEDS

A small voice of industry has been requesting HRI training at the (then) Kauai Technical School for several years. In 1966 the voice grew louder and was joined by the ILWU and the State Employment Service. In that same year, a Tourism Committee came into being in the Kauai Chamber of Commerce. That group unanimously petitioned the Chamber to endorse their request for HRI training. The Chamber did endorse the effort and a letter was drafted to Dr. Steiger. The combined voices were answered on December 27, 1967, with the formation of a committee of leaders from industry, labor, education, government and interested citizens.

The points stressed by industry at that meeting were: 1) The need for training was great, particularly in the job areas of: cooks, waitresses, maids, and management courses for small business owners; 2) Industry did not feel that the MDTA program as then presently administered, was adequate. It was commended as being a 'beginning', however; 3) The need for a good 'Recruiting' program on the part of industry was emphasized. This program should build <u>prestige</u> and point out the <u>good pay</u> in the tourist industry.

As a result of that meeting, funds were allocated for the development of this report.

ADDITIONAL MANPOWER NEEDS OF HOTEL AND RESTAURANT INDUSTRY

End of Year	By Survey of Existing Hotels*	By 50% (2 to 1) of Projected Rooms Addt'l Room #	Employees
1968	281 - includes present shortages of personnel	400	200
1969	151	1115	558
1970	100	882	441
1971	151	290	145
1972	9	510	255
1973	53	152	76

*These numbers included in figures in right column beginning 1969.

Comment: In the summer of 1968, the smaller and unaffiliated Kauai hotels are running the lowest percentage of occupancy in several years. This appears to be a result of over-building. This may retard projected building plans in the future. (# per Kauai Planning Commission)

The above chart does not project, but rather is an indication of announced intension to build, which accounts for the drop-off after the second year. World-wide factors, as well as those influences specific to Kauai will influence these figures. An example of a local influence would be such popular trends as the elimination of plans for a jet airstrip for Kauai. If this, along with an approach to 'class rather than mass' tourism were instituted and the trend toward lower occupancy rates (summer of 1968) due to overbuilding continued, then certain "fast buck" promoters may make more conservative building plans and the need for importing labor may be diminished. However, even without adjusting these figures, a need is shown, and barring an all-out war, economic collapse, or other major change in our pattern, these figures would show a minimum need.

The need for trained HRI people is nation wide. Both the National Restaurant Association and the American Hotel and Motel Association project the need for 250,000 new people each year for seven years. Of this number, 75,000 each year will be to fill new jobs that did not exist the preceding year. The Manpower Development Subcommittee of the Long-range Planning Committee of the HVB has projected the need for 30,568 persons by 1975. (See following chart on page 5)

HVB MANPOWER SUBCOMMITTEE

TOTAL HAWAII STATE DIRECT HOTEL EMPLOYMENT PROJECTION 1967 - 1975

HAWAII STATE STATISTICS		1967	1968	1969	1970	1971	1972	1973	1974	1975	TOTALS
Existing Rooms		17,217	19,262	21,308	23,354	25,400	28,324	31,248	34,173	37,098	-
Projected Addtl. Rooms*		2,045	2,046	2,046	2,046	2,924	2,924	2,925	2,925	2,927	22,808
Cumulative Rooms Total		19,262	21,308	23,354	25,400	28,324	31,248	34,173	37,098	40,025	40,025
Existing Employees		11,716	13,161	14,575	15,948	17,271	19,141	20,902	22,525	23,993	-
Addtl.Staffing Ratio		.71	.69	.67	.65	.64	.60	.55	.50	.44	.60
Addtl. Staffing		1,445	1,414	1,373	1,323	1,870	1,761	1,623	1,468	1,297	13,574
Cumulative Staffing Total		13,161	14,575	15,948	17,271	19,141	20,902	22,525	23,993	25,290	25,290
Cumulative Emp/Room Ratio		.68	.68	.68	.68	.68	.67	.66	.65	.63	.63
INCREASE PER YEAR BY CLASSIFICATION											
I	Rooms - Front Office	5%	74	73	72	68	105	98	90	81	68	729
II	Housekeeping	23	329	322	313	302	414	390	361	327	288	3,046
III	Uniform Services	5	70	69	66	64	82	78	73	66	60	628
IV	Food Service	23	332	324	314	303	425	400	369	334	295	3,096
V	Beverage Service	9	131	128	124	121	174	164	151	136	118	1,247
VI	Food Preparation	14	204	199	193	186	267	251	231	210	185	1,926
VII	Auditing/Accounting	7	102	100	97	93	136	128	118	106	96	976
VIII	Admin. & General	5	74	73	71	68	105	98	90	81	69	729
IX	Maintenance	4	59	58	56	54	81	75	69	63	53	568
X	Miscellaneous	5	70	68	67	64	81	79	71	64	65	629
	TOTAL	100%	1,445	1,414	1,373	1,323	1,870	1,761	1,623	1,468	1,297	13,574

* HVB Projection

We will deal with the sources of students elsewhere. It would be well to mention onepoint here, however, if the community wants the courses, the Kauai Community College should offer them. The best indication of community desire for HRI courses would be the example of the 'Food and Beverage Management and Service' course given during the evening in the spring of 1968. This was enrolled to its limits with thirty-one students. A few were turned away. The University of Hawaii College of General Studies is giving the follow-up to this course this September and again expects a full enrollment. This course is to prepare people for top-level Food Supervisory positions. Enrolled in the course were Supervisory people from hotel and restaurants, small restaurant owners and two Kauai Community College under graduates.

There are courses in this series to cover all phases and levels of hotel and restaurant management. Many are recommended for inclusion in the regular Kauai Community College curriculum in HRI.

SECTION III

PROGRAMS AND METHODS TO MEET THE NEEDS:

Four-year Bachelor's Degree in Hotel and Restaurant Management (3 summers work)

Two-year Associate Degree in Hotel and Restaurant Management (one summer intern in food with or without college transfer)

One-Year certificate in Hotel-Restaurant Industry (with or without intern)

Continuing Education in one or more courses

Job-Entry Training - One to six week courses

Community or Industry Service Programs: Seminars, short courses, etc.

Apprenticeship Courses - co-ordinated by Kauai Community College

The Four Year Bachelor's Degree seems to be far into the future for practical reasons of population and psycho-sociological reasons. Consideration may wish to be given in instituting this program in twelve to fifteen years if Kauai Community College becomes a four-year college. By that time, there may be sufficient hotels to serve as practice 'laboratories'.

The Two-Year Degree Program with internship holds promise for immediate success. (No one should expect a two-year program to be as comprehensive as a four-year program.) It is recommended that every effort be made to begin this program in September 1968, by incorporation with the existing Business Curriculum. (see curriculum on following page) Industry leaders have endorsed the programs which follow although they are short on food training (due to lack of facilities, at present). They particularly emphasize the need for inclusion of a good foundation in English, Communications, Speech, and Social Studies which are a necessity for success in business.

Where a student has worked in the Hotel-Restaurant Industry during the summer(s) between semesters, two (2) credits will be given which may substitute for either intern or elective credits.

SUGGESTED HRI COURSE
LEADING TO ASSOCIATE DEGREE

FIRST SEMESTER		Credit Hours
Eng. 10	English or Communications	3
Sp. 10	Speech	3
	Freshman Orientation	1
HRI 10	Hotel Orientation	1
Bus. 28	Typewriting A (or 1 yr. H.S. typing, or pass test at 45 wpm and select an elective)	3
Bus. 13	Business Math (or pass test and elective in math or science)	3
Bus. 25	Office machines or	(1)
Hs. 10	Industrial safety and Health	(2)
		15/16

SECOND SEMESTER		
Eng. 11	English comp B (or communication)	3
Psy. 10	Social Science Requirement	3
HRI 11	Hotel Front Office Procedures	2
Bus. 22	Accounting (elem. A or equivalent)	4
Bus. 12	Hotel Law (may substitute business)	3

THIRD SEMESTER:		
Soc. Sci 10 (Psy. 11)	or Social Science Requirment	3
HRI 15	Food and Beverage Controls or	(3)
HRI 19	Maintenance & Engineering	(3)
HRI 12	Hotel Accounting	3
	Elective	3
	Intern	3
		15

FOURTH SEMESTER:		
HRI 13	Human Relations (Soc. Sci Requirement)	3
HRI 16	Small Hotel Management	3
HRI 33	Hotel Supervisory Dvlpmt.	3
	Intern	3
	Electives	3
		15

ONE SUMMER OF WORK		2
	TOTAL	62 - 63

*** Any short courses given by or thru the Kauai Community College may be taken for credit with permission of the Dean of Instruction.

SUGGESTED HRI COURSE
LEADING TO ASSOCIATE DEGREE

ALTERNATE A
(Recommended By Edward W. Davis, Manager, Sheraton-Kauai)

FIRST SEMESTER:

		Credit Hours
Eng. 10	English or Communications	3
Sp. 10	Speech	3
	Freshman Orientation	1
HRI 10	Hotel Orientation	1
	Introduction to Housekeeping & Hotel Decoration	3
Bus. 13	Business Math	3
	(or pass test and elective in math or science)	
Bus. 25	Office Machines or	(1)
	Hotel Front Office Procedures	(2)
		15/16

SECOND SEMESTER:

Eng. 11	English Comp B (or communications)	3
Psy. 10	Social Science Requirement	3
	Basic Food Preparation	3
Bus. 22	Accounting (elem. A or equivalent)	4
Bus. 12	Hotel Law (may substitute business)	3
		16

THIRD SEMESTER:

Soc. Sci 10 (Psy. 11)	or Social Science Requirement	3
HRI 15	Food and Beverage Controls or	(3)
	Elective	(3)
HRI 33	Hotel Personnel Management & Development	3
HRI 12	Hotel Accounting	3
	Intern	3
		15

FOURTH SEMESTER:

HRI 13	Human Relations (Soc. Sci Requirement)	3
HRI 16	Small Hotel Management	3
	Basic Food & Beverage Service--Organization	3
	Intern	3
	Electives	3
		15

ONE SUMMER OF WORK	2
TOTAL:	62 - 64

*** Any short courses given by or thru the Kauai Community College may be taken for credit with permission of the Dean of Instruction.

One-Year Certification Program: (Recommend starting in July or September 1969, if Labor and Industry will under-write and aid in sponsoring.) Theory as well as technique must be incorporated in a certificate program. (* See Federal manuals on 'Food Training')

Continuing Education and Community/Industry Service Programs: This program, while already started through the University of Hawaii, should be greatly expanded to provide for the needs of graduates, employed, and the unemployed. Courses at all levels and in all areas can, and should be given. Examples start at the top with courses of the American Hotel and Motel Association Educational Institute, which can further the education of management personnel through one day courses in improving janitorial work, sanitation, aloha spirit, Hawaiiana, etc.

A program of continuing Education will probably be of the greatest value to industry in the shortest period of time through providing a better supervisory and teaching level throughout the island. In the areas for which industry is clamoring loudest for training, continued supervision and training are most essential. These areas also require, on Kauai and elsewhere, training specialized to the individual operations.

My recommendation is for the Kauai Community College to focus efforts on the development of this aspect of Hotel/Restaurant Education over the next twelve (12) months; not only by providing one or two courses per semester in late afternoon and evening courses, but by making the facilities of the Kauai Community College known to industry through a "sales effort" offering to conduct short courses, seminars, and conferences by and/or at the Kauai Community College.

The great Romance of Hawaii can be used to advantage to draw extremely well-qualified and experienced Resort people, not only to participate in these short courses, but also to teach evening courses and to act as visiting instructors in regular day-session classes. It is easily conceivable that such people could be lured to Kauai very easily from September through May because of the great numbers

who are engaged in summer resort work. Classified advertisements in trade magazines would be a fine source of this type of instructor, as would articles in association organs. More mature individuals with a number of years of seasonal work would probably have had a great deal of practice in training inexperienced students each summer.

Job Entry Training At the time of this writing, all aspects of this program seem to have been left unresolved. The MDTA program has had very limited success. In talking to representatives from industry organizations involved on Kauai, some on Maui, and to the majority on Oahu, the failure of this program seems to lie with the fact that 'too much money' is involved. It is basically a 'big payoff' program. I will dispense with comments on the political aspects of the program or any comments on its administration, but they are legion.

Industry has entered the program because: 1) it did supply people with more training than most persons straight "off of the street", 2) it provided a subsidy for hiring essentially unskilled workers, and provided the subsidy for weeks while they 'learned-by-doing'. (The on-the-job-training aspect seems to have been greatly lacking). At the time, industry was frightened by the program because the unions were so much a part of it. "Organized Industry" felt that it strengthened the union hold on employees and led to further strengthening of the ties between employee and the union. Unorganized industry felt that it was an "in" for the unions who administered the program on the neighbor islands. It is certainly true on Kauai that the ILWU did more recruiting for this program than did industry. Whatever their motives, they at least did something.

A late word which I received as this report is being written is that MDTA has provided funds for the training of 160 persons on Kauai between 7/68 and 6/69. This will be for the unemployed, entry-level persons. It will apparently be administered through the community college system. Instructors will probably be from Honolulu and travel to the neighbor islands.

The survey which I took of industry needs shows the greatest need to be that of cooks. Throughout operations of all sizes and types, the job of cook is one of the highest paid jobs in any operation. Nevertheless, in September of 1967, one Kauai High School graduate enrolled at the Kapiolani Community College to take a two-year course as a cook.

The Kapiolani School provides an excellent curriculum, has a good faculty and in September of 1968 will have a superior training facility. With the limited available candidates for this training, on an annual basis on Kauai, it is not recommended that any permanent cook training program be implemented for several years. The immediate needs could be met by either the importation of qualified people*, or through an MDTA or apprenticeship program set up according to industry needs and directly subsidized by industry along with government support. In this connection, two U. S. Department of Health, Education and Welfare, and Office of Education manuals are provided with the original copy of this report to the Kauai Community College. These two valuable manuals are entitled Organizing a Food Trade Program (1966) and Quantity Food Preparation (1966)...a curriculum guide. Part IV, page 42 of the former book is particularly commended to all concerned with this type of training. It deals with the need for proper industry climate, follow-up and recognition for class graduates.

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*It is apparent that additional people will have to be imported in the very near future. Kauai does not have the available labor to support the projected tourism growth. The number of imported workers would be higher now if housing were available for imported labor.

SECTION IV

ORGANIZATION INVOLVEMENT IN MEETING THE NEED

Industry: In May, 1968, I attended a meeting of the National Restaurant Association in Chicago. This meeting dealt with the need for one-quarter million new FOOD SERVICE personnel each year for the next seven years. Dr. Chester G. Hall, Director of Education for the Restaurant Association, pointed out that in order to achieve its goal, industry must motivate youth to join the restaurant industry. Food service careers must be marketed. He said that some points which must be emphasized are: job security, showing the ladder of progression, emphasizing the availability of openings anywhere for people skilled in food service. He also emphasized that "industry must get across the point that it is THE place to work".

Additional areas in which industry must get involved, quickly involved and deeply involved are: (1) committee participation; (2) advice to schools, associations, employees, labor, committee on education and manpower development and to the prospective and present hotel and restaurant students; (3) financial assistance; (4) volunteer class room hours (individually limited, except when paid); (5) encouraging present employees to enroll in classes; (6) recognition of employees who do enroll (by promotion when vacancies exist, if qualified); (7) public acknowledgment of employees achievements; and (8) refrain from enticing students to 'quit school' or to increase hours, thus endangering education because of temporary labor shortages or to re-state this most important point more positively - to encourage students to finish school.

Professor Joseph T. Bradley, Head of the Hotel and Restaurant Management School (4-year curriculum) at Washington State University, felt that both industry and educational institutes had a responsibility in this area when he stated in a recent letter to me:

"The main problem in the community college food service program, or what most of them refer to as hospitality programs is, they are industry-pushed with the intent of filling a labor market need rather than being strictly educationally oriented",

Labor: Labor organizations must encourage their members to enroll in suitable courses being offered. In some areas of the country, Labor undertakes the majority of schooling of their members in Food Services; here on Kauai, sizable contributions of cash, equipment, or facilities, with no strings attached, might be in order. Most important of all, Labor must endorse a policy among organized industry which allows for the waiving of seniority rights in cases where education is involved. For example, when more senior employees have waived attendance at school, then less senior employees should be given the right to have shifts which allow them to attend classes for as long as that employee continues toward an originally stated educational goal. Another example is when an employee has completed a course or series of courses, if he is better qualified for promotion, even if less senior, then, too, seniority should be waived. This enables both the union and the employer to recognize and reward educational ambition.

Government: Employment agencies and immigration departments should be alerted to encourage immigrants, unskilled, and hard-core unemployed to enroll in entry-level or other suitable courses.

These organizations can also counsel individuals, schools, and industry, on available government funds through their offices for training programs.

Department of Education: Top educational executives should co-operate by making counselors and students available for industry "Career Days".

Counselors (and, maybe even educational officers on Kauai) seem to have an attitude that any promising student would be ill-advised to enter Hotel and Restaurant studies. This is largely the fault of industry because it has failed to do a good job of selling the hospitality industry as a "good place to work" and the other advantages of hospitality employment.

Therefore, the importance of open-mindedness on the part of counselors should be instilled into this department.

The feasibility of instituting a high school junior or senior year survey course in Hotel and Restaurant should be discussed. Keep in mind that this is one financially attractive way in which our youth can be employed on Kauai. It also would give students the confidence to seek summer and part-time employment. It would contribute to rapid post-graduate employment of those not continuing their education. (A possible danger, if care is not exercised, would be to encourage high school "drop out" in the low achiever).

Kauai Community College: The Kauai Community College must provide for the needs in this area as they develop or as the problems are forecast. It should function as administrator and coordinator with the other organizations involved. Only the Community College can provide a continuity and a stable base from which all Hotel and Restaurant training programs may operate.

SECTION V

The Students and Sources thereof: The nature of the Hotel and Restaurant Industry training will draw some full-time students. The majority of students will probably attend part-time. For the greatest success in attaining maximum enrollment, courses must be scheduled at times when likely industry members can participate.

Some sources of Hotel and Restaurant Industry students are: recent high school graduates, high school students, community college students electing HRI courses, industry employees, purveyors to industry, real estate personnel, mortgage (banks, etc.) firms, sales personnel, hospital personnel, teachers and counselors, union officials, housewives and wives of students, those otherwise employed seeking jobs in industry, long-stay vacationers, potential industry investors, retirees desiring part-time work, those anticipating semi-retirement, immigrants and those in business dealing with, or wishing to deal with, the industry.

SECTION VI

Facilities and Equipment Requirements: At the outset, the facilities needed for an HRI training program would be little more than those already existing at the college because of the use of Hotel-Restaurant facilities on the Island, when such is necessary. Video tape recording equipment and playback equipment, with enough additional tape to store recordings of presentations of costly or elaborate preparations and lectures of visitors and leaders would be very desirable and are nearly an economic necessity.

As the Foods program expands, a standard demonstration kitchen-classroom should be added.

About the time that the Kauai Community College may be moving into its new facility, it could very well be in order to have a full demonstration-preparation kitchen in addition to the just mentioned facility. This would serve as the source of student and faculty meals. Practice in all phases of the food business is afforded through this type of facility. A nucleus of full-time professionals must be maintained in the kitchen, but students work all areas and do the actual preparation of food in addition to purchasing, planning, scheduling, and supervising.

The Kauai Community College may want to include up to a twelve-room hotel along with this facility. A full-scale front office serves as a laboratory as well as telephone/reception center for the entire college. The rooms are available for all State employees on official business to Kauai. If these facilities are to be built, they should be designed by a specialist in educational food facility in the case of the food facility and an architectural organization specializing in resort hotels for the rooming facilities. These can then be incorporated in the school architect's shell.

SECTION VII

Budgeting and Funding: It would be presumptuous of me, with absolutely no experience in educational budgeting or funding, to make any estimates in these areas. Far more experienced people are available in the Community College System to undertake this task. I will, however, list some possible sources of funds as a reference to those undertaking the task of determining such sources. In addition, I will, however, list some possible sources of funds as a reference to those undertaking the task of determining such sources. In addition, I will provide a basis upon which budgeting can be founded in certain areas of the Hotel and Restaurant Industry course implementation.

Funding Sources: Vocational Education Act, 1963; National Apprenticeship Program; State General Education Fund; Labor Organization contributions; Industry contributions (National and local chains, individual hotels and entrepreneurs); Federal Home Economics subsidies; and, Federal support for training, technical assistance or experimental research. Also, contributions from the public, hotel, restaurant and hospital associations; grants from hospitality industry purveyors and Equipment manufacturers and suppliers. (note: linen and hospitality furniture manufacturers have not, traditionally, contributed as well as have liquor and food companies. However, through local trade associations, this could be a new source.)

The H. J. Heinz Company has done an excellent job for industry by entering into scientific research in motivating youth into the Food Service Industry. An adequate supply of their materials has been ordered for Kauai use. A sample packet is attached to the original report. The material contains a booklet which industry executives and school counselors can use in recruiting or advising. A student recruiting brochure is also available.

Budgeting: a budget was submitted three months prior to this report for a seven-year period. Any budgeting will depend on many factors in addition to the usual national economic factors. However, no budgeting that far into the future can hope to be accurate until one is able to determine student availability and acceptance of the program, and the Community College willingness to develop the program as needed.

A few guidelines can be offered here to serve as a guide for budgeting of and HRI program.

On the mainland the average cost of training a technical student is $750 per year. In the same schools, the average cost per year is $1075 in the Hotel and Restaurant Industry.

The minimum hourly fee at which competent industry representatives would be available for teaching would be $7.50 per hour. Some requested a higher rate.

At present price levels, the addition of a proper demonstration-preparation kitchen with adequate service areas and equipment for a full food preparation and training course would cost approximately $450,000. A properly equipped twelve room lodging operation would cost from $90,000 to $250,000, depending upon the degree of luxury accomplished. Certainly the lower figure would be adequate.

SECTION VIII

Publicity and Public Relations: It is in the efforts of publicity and public relations that industry must primarily function as the prime motivator.

Education hesitates to recruit for any single industry, except possibly its own. Industry is very suspicious and resentful of recruiting carried out by labor organizations, whether with justification or not. Therefore, with the possible exception of the Employment Office, the task falls to the Employers themselves to do the task. In order to be most efficient, an industry-wide program should be undertaken.

To start, industry, through the Visitor Industry Organization of Kauai, should design, sponsor, and pay for a recruiting brochure.

Other methods of attracting employees and students which industry should expand are: working with high schools; open houses for teachers, advisors, and students; career conferences with interested students; community projects which receive publicity; displays at fairs, in store windows and at schools; newspaper articles; radio; T.V.; by providing hotel entertainers for charitable functions; direct mail; banquets for public relations purposes; professional 'get-togethers' such as short courses, Regional meetings and conventions on Kauai, to which educators are invited.

Bumper stickers, tee shirts, student name badges, HRI student publicity releases, and HRI student recognition in company newsletters are all things which should have a good impact on youth.

Further progress can be made toward recruitment by assistance to rehabilitation organizations, correspondence with consulates and other representatives of immigrating nations, and co-operating with the State and Federal Employment Services.

SECTION IX

EVALUATION

If continuous improvement of the program is to be achieved, if the program is to be pointed toward the greatest needs of the industry, if the needs of the students are going to be met, then a program of evaluation must be continuous. This evaluation should be carried out by three group These groups are: The College Administration, The Industry Committee, and the present and former student.

The evaluations of these groups should be studied separately, then combined for the best solutions to problems.

Professor Almarode says in his Guidelines for Hospitality Education in Junior Colleges:

> "The administration should continually evaluate the program to determine:
> (1) The quality of the program in terms of occupational ability, skills, knowledge, and understanding of facts and principles basic to the work to be done and the occupational attitude and interests of students who have been enrolled in any segment of the program,
> (2) The availability of the program for all students and members of the industry who have shown interest in and ability to progress to their highest potential in the hospitality industry,
> (3) The adequacy of the course offerings in the hospitality industry,
> (4) The extent to which the program provides for the needs of the students,
> (5) The effectiveness of the teaching methods currently used,
> (6) The efficiency of learning either through laboratory or on-the-job and classroom instruction,
> (7) The accuracy of follow-up records of all graduates.
>
> "The training of students for employment by the industry is the basic purpose of the program. The quality and quantity of graduates who enter and are successful in the industry is a primary criteria in evaluating the educational program. The industry, through the advisory committee, will be particularly interested in students or graduates who enter the industry and attribute their job satisfaction and success to their community college education.
>
> "Periodic evaluation of the faculty should be made in relation to their continued professional growth, their interest in the problems of the industry, and an awareness of current educational, labor, and technical problems of the industry. Through this evaluation faculty members should be encouraged to participate in professional educational associations as well as industry-related associations."

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APPENDIX

A survey was made of the leading employers in the industry asking "How many hours of formal pre-entry training do you consider optimal" in each of the following categories? The low, high, and median answers in each category are listed below:

Employers Opinions of Optimum Formal Pre-employment Formal Training (in hours)

	LOW	HIGH	MEDIAN
Cook	320	4160	1040-2080
Baker	320	1040	1040
Pantry	160	1040	480
Kitchen Utility (dishwasher/helper)	3	320	40
Bus	1	240	80
Waiter(ess)	240	2080	480
Desk clerk	80	2080	80
Maids	40	320	160
Janitor(ess)	24	80	40
Hostess*	160	320	240
Dining Room Mgr.*	4160	4160	4160
Mid-Mgr.	4160	10400	6240
Other:			
Repairs & Maintenance		By experience with training no times given.	
Bartender	320	2080	1040
Counter-girl	16	80	24

* Plus extensive dining room experience.